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2010 MAY 27 PM 4:48

CITY OF OAKLAND
AGENDA REPORT

TO: Office of the City Administrator
ATTN: Dan Lindheim, City Administrator
FROM: Office of the Mayor
DATE: June 8, 2010

RE: **An Informational Report on the Mayor's Strategic Plan for Public Safety, Including Information on Elements of the Model City that Supports Public Safety, And Incremental Timelines Associated With Implementation**

SUMMARY

As requested by the Public Safety Committee on July 9, 2009, this Informational Report outlines the Mayor's Strategic Public Safety Plan, including an explanation of Initiatives implemented or in the process of being implemented, as well as timelines of future initiatives. Included are the goals, objectives, action steps, the status of Community and Departmental collaborations, and identification of the Plan's top priorities.

The Plan's objectives were created with Public Safety Task Force recommendations during the early months of the Administration and a series of community meetings over a three year period by the City's previous Public Safety Directors and Coordinator. The community engagement process was extended by providing drafts to the Community Policing Advisory Board and former members of the Community Policing Task Force for review and comment. The Strategic Public Safety Plan is subject to continuous improvement and process review.

"Public Safety" in the 21st Century involves more than "law enforcement." Traditional reactive policing models have proven inadequate to resolve the voluminous enforcement and quality of life issues that arise in urban neighborhoods. Moreover, the cost to maintain a traditional policing model is unsustainable in the current economic climate. At the core of our "Model City" is a "proactive" public safety apparatus, consisting of city staff, sworn and non-sworn, equipped and trained to address law enforcement and quality of life issues. The proactive principles of "community policing" embody our goal of building an effective public safety apparatus with Preventive, Intervention, Enforcement and Sustainable service delivery (PIES) components.

Presently, our public safety apparatus is fractured – glimmers of success in one neighborhood are overshadowed by a violent tragedy in another. Despite our commitment and investment in programming and staff, we have yet to implement a public safety apparatus that prevents, anticipates and mitigates threats to public safety. This Public Safety Plan mends the fracture; ensures that contributors to the overall effort

know what other hands are doing. Essentially, the Plan ensures installation of an apparatus to address the litany of public safety issues; whether street-level drug trafficking, gang retaliation, an earthquake or boarding of a dilapidated house. All are "public safety" issues. Essentially the plan is to "connect the dots."

The Public Safety Plan sets forth my goal to mend our public safety apparatus within the next two years. The Plan anticipates enhanced coordination among agencies, organizations, programs and individuals across sectors with the singular goal to improve public safety in Oakland.

Major Public Safety Initiatives:

Measure Y Services: The Violence Prevention and Public Safety Act of 2004, (Measure Y) funds a wide range of counseling, employment, education, mentoring, case management, and other supports and services targeting "at risk" youth, young adults and re-entry (formally incarcerated) clients. Additionally, the Measure provides funding for a minimum of 63 "problem-solving officers" that form the core of our community policing efforts. Coupled with funds to deliver enhanced fire/paramedic services and an evaluation of the effectiveness of our investment to reduce crime and violence, the Measure provides a consistent revenue stream to support the public's mandate for tempered law enforcement. Our successes include:

- **Full staffing of the Police Department**. Through an Augmented Recruitment Campaign with Measure Y Funds, OPD achieved full staffing of 803 sworn officers in December 2009, for the first time in department history. Presently, OPD sworn officer staffing is 776.
- **Assignment of 57 Problem Solving Officers (PSO)**. A problem-solving officer (PSO) is presently assigned to each of the 57 community policing beats.
- **Geographic Organization of the Police Department**. Increased officer accountability and allowed assignment of police officers to shifts when crime is at its peak.
- **Re-entry Coordinator.** The Mayor hired a Re-entry Employment Specialist, charged with assisting formerly incarcerated residents in obtaining training and employment opportunities.
- **Deployment of Outreach Workers.** Using funds from the Mayor's Office and the Measure Y Fund, the City hired and dispatched its first team of Street Outreach Workers, "The Y Team" to engage "at risk" youth and young adults in targeted "hot spots" throughout the City.
- **Outcome Evaluation of Measure Y Programming.** The first "outcome evaluation" of Measure Y Violence Prevention Programming was completed in

FY 2007-2008 and has been followed with outcome evaluations in FY 2008-09 and a Mid-Year Evaluation, FY 2009-2010.

- **Organizing "Clergy Cares."** Engaged the faith community to organize around issue of "violence prevention" culminating in the 2010 "Peace Conference."

All future Measure Y funding is subject to the City's ability to appropriate for 739 sworn officer positions.

FISCAL IMPACT

The Plan's focus is wholly on priority programming funding needs required to mend our fractured public safety apparatus. Most staffing is included in current budget appropriations. The training component will be funded with solicitations from private donors.

THE STRATEGIC PLAN

Each Strategic Direction is supported by specific goals, key indicators and individual objectives and actions that more clearly define and articulate how each workgroup will achieve specific goals.

COMMUNITY POLICING & NEIGHBORHOOD-LEVEL PROBLEM SOLVING

Community problems vary significantly in nature and scope, requiring vastly different strategies and resources. Some require only neighbor-to-neighbor communication, others need the involvement of law enforcement and other City agencies; some require attention and resources from systems and jurisdictions outside of the city.

The Plan calls for the agencies, groups and individuals listed below to better coordinate their work in order to maximize their collective impact on public safety in ways that cannot be solved at the neighborhood level. The Service Delivery System (SDS) Teams are organized and assigned to parallel OPD's three geographic district areas and consist of roughly 10-12 police beats apiece. The teams are designed to facilitate more consistent service delivery. Each SDS team is comprised of employees from many of the City's agencies, including Public Works, Contract Compliance, CEDA/Redevelopment, City Attorney, Neighborhood Services Division, Fire Department, Police Department, Parks and Recreation and the Office of the City Administrator.

Goal 1: Prevention

COORDINATION AND COMMUNICATION AMONG STAFF

Task Objective 1. Enhance Coordination Among Agencies, Organizations, Programs, and Individuals

1.1 Expand training of all "community-oriented" staff to obtain parity of organizing skills.

Action	Develop and implement training of Neighborhood Services Coordinators, Measure "Y" Outreach Teams and Problem-Solving Officers in community organizing and problem-solving techniques.
Outcomes	Parity of training in community organizing, improved communication, coordination and cross-referrals among city staff.
Timeline for Completion	June 30, 2010
Responsible Implementer	Neighborhood Services Division, Office of the City Administrator
Resources	The training can be developed in-house.

Task Objective 2. Improve Staff Response to Public Safety Risks

1.2 Utilize Service Delivery System Teams to coordinate response from Neighborhood Watch, Neighborhood Crime Prevention Council and City Council priorities.

Action	Organize Service Delivery System Teams in each geographic OPD District
Outcomes	Effective response time to neighborhood-based quality of life issues by SDS Team members.
Timeline for Completion	June 30, 2010
Responsible Implementer	Office of the City Administrator
Resources	Funding subject to availability of General Fund Revenue.

(See Attachment 1, Service Delivery System Problem-Solving Diagram.)

1.3 Expand collaborations between the faith-based community, other prevention/intervention service providers, and enforcement agencies.

Action	Oakland clergy to work in partnership with the SDS Team Leads to focus on youth violence prevention strategies
Outcomes	To form a collaborative of concerned Clergy, Law Enforcement, Service Providers, Youth Leaders, and other Community Activists to develop a community-wide collaboration to reduce crime and violence among youth.
Timeline for Completion	December 2010
Responsible Implementer	Neighborhood Services Division, Office of the City Administrator
Resources	Funding subject to availability of General Fund Revenue.

Goal 2: Intervention

There are approximately 10,000 parolees and probationers in Oakland. Best practices require re-entry efforts must begin with an assessment to identify "high-risk" ex-offenders and provide evidence-based programming to reduce recidivism.

2.1 Increase the availability of programs for the formerly incarcerated.

Action	Support Project Choice, which provides intensive coaching and case management, as well as wrap around support services.
Outcomes	Provide re-entry services to 75 "high-risk" youth and young adults to Oakland.
Timeline for Completion	June 30, 2010
Responsible Implementer	Department of Human Services
Resources	Funding subject to availability of Measure Y Funds

Action	Increase the capacity of organizations implementing Project Choice to serve more youth and young adults returning to Oakland from prison.
Outcomes	Increase the Project Choice program by 50 additional youth, and young adults for a total of 125 per year.
Timeline for	June 30, 2010

Completion	
Responsible Implementer	Department of Human Services, Office of the City Administrator
Resources	Funding subject to availability of Measure Y Funds

2.2 Increase in the availability of education, training, employment preparation such as domestic violence workshops and substance abuse treatment, while incarcerated.

Action	Continue to support employment training programs, crew-based work, transitional employment, and direct job placement for use by young adults on probation and parole
Outcomes	Provide pre-employment training and employment placement to 200 youth, and young adults under the age of 35 on probation and parole in Oakland.
Timeline for Completion	June 30, 2010
Responsible Implementer	Department of Human Services, Office of the City Administrator
Resources	Coordinate with California Department of Rehabilitation and Corrections

Action	Increase employment training programs, crew-based work, transitional employment, and direct job placement for youth and young adults on probation and parole
Outcomes	There are over 10,000 probationers and parolees in Oakland. Serve an additional 200 youth and young adults under 35, with job training and placement services
Timeline for Completion	June 30, 2010
Responsible Implementer	Department of Human Services, Office of the City Administrator
Resources	Funding subject to availability of Measure Y Funds

2.3 Coordinate pre-release and post-release services, including housing, transportation, employment, and health services.

Action	Identify opportunities to partner with the State of California on ways to provide more pre-release support to Oaklanders returning home from state prison.
Outcomes	Best practices research indicates pre-release planning improves recidivism outcomes. Identify additional post-release support.
Timeline for Completion	To be developed, ongoing.
Responsible Implementer	Department of Human Services, Office of the City Administrator
Resources	Coordinate with California Department of Rehabilitation and Corrections

Goal 3: Enforcement

See Attachment 2, (Oakland Police Department Strategic Plan Framework)

Goal 4: Sustainability

Task Objective 1. Ensure Residents Are Connected To Each Other Through Block-Level Community Organization.

4.1 Coordinate recruitment efforts in terms of materials and outreach among all block level city and community sponsored volunteer efforts.

Action	The Office of the City Administrator will host bi-annual "community forums" in each of the SDS Team Districts.
Outcomes	Each SDS Team District will report on "priority list" of projects undertaken within the last 6 months, twice a year. Bi-annual reports will keep residents apprised of team projects and provide opportunity for residents to critique effectiveness of SDS Team efforts.
Timeline for Completion	December 2010, June 2011.
Responsible Implementer	Office of the City Administrator
Resources	Funding subject to availability of General Fund Revenue.

Task Objective 2. Improve Community Organizations' and Community Leaders' Organizing, Leadership, and Civic Engagement Capacity.

4.2 Increase skills and effectively identify, train, and develop grassroots leaders at the block, neighborhood, and citywide levels.

Action	Develop and implement a "Training Academy" for Oakland residents to provide training in community organizing, meeting protocols and problem-solving using the SARA model.
Outcomes	Parity in training of Neighborhood Watch, Neighborhood Crime Prevention Council and other "neighborhood-based" groups.
Timeline for Completion	Ongoing.
Responsible Implementer	Neighborhood Services Division, Office of the City Administrator
Resources	Resources subject to availability of General Fund Revenue.

Task Objective 3. Enhance Coordination Among Agencies, Organizations, Programs, and Individuals Across Sectors.

4.3 Establishment of a Public Safety Coordinating Council to coordinate inter-agency communication and problem-solving on an executive level.

Action	Recruit participants from Alameda County, Oakland Unified School District, Oakland Housing Authority and other governmental entities to form high-level problem-solving and policy body to address issues of crime and violence.
Outcomes	Clear lines of communication between governmental entities regarding issues of crime and violence. Cooperation in problem-solving and development of appropriate policy. Reduction in duplication of efforts.
Timeline for Completion	Ongoing.
Responsible Implementer	Neighborhood Services Division, Office of the City Administrator
Resources	Resources subject to availability of General Fund Revenue.

CONCLUSION

MANAGEMENT, COORDINATION AND IMPLEMENTATION

A Model City is safe city. In an era of diminishing resources, we must take inventory of available staff and resources and develop a platform to best deliver available city services. We have begun re-aligning the distribution of City services along the same geographic lines as the Oakland Police Department. Enhanced training of staff and the retooling of our Service Delivery System Teams will ensure the public safety and quality of life priorities of our neighborhoods become the City's priorities. "Public Safety" is a partnership between city staff, sworn and non-sworn, and the residents we serve. The proposed service delivery platform embraces the principles of "community policing," and acknowledges that "Together, we can do great things."

Respectfully submitted,

Ronald V. Dellums

RONALD V. DELLUMS
Mayor

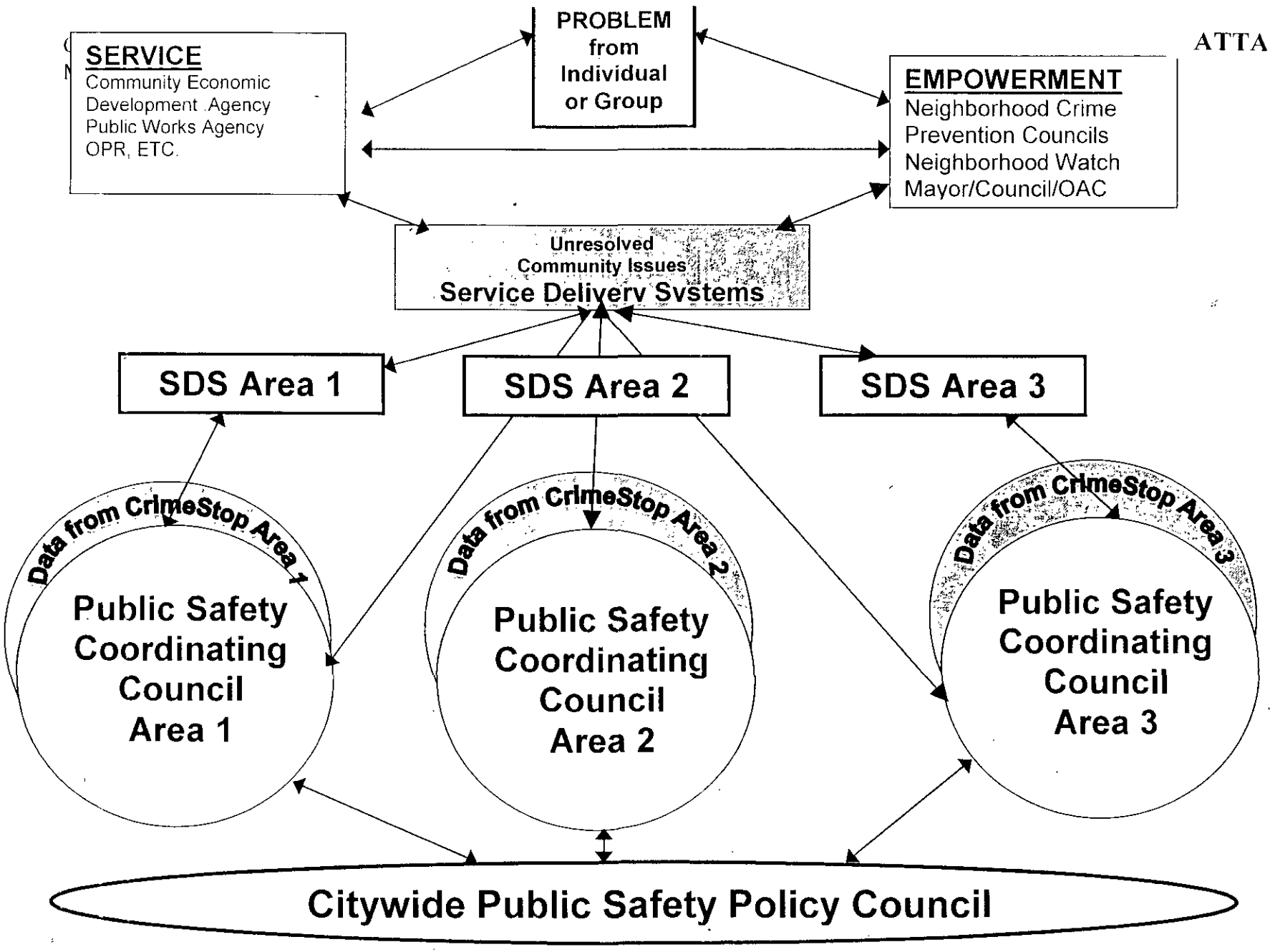
Prepared by Jeff Baker
Assistant to the City Administrator

Attachments

1. Service Delivery System Problem-Solving Diagram
2. Oakland Police Department Strategic Plan Framework, February 2010

Item: ___
Public Safety Committee
June 8, 2010

ATTACHMENT 1:



Arrows go both ways to show the feedback loop back to the community group or individual who reported problem.

OAKLAND POLICE DEPARTMENT STRATEGIC PLAN FRAMEWORK

New OPD Motto:

"We will be there when you need us"

February 2010

Oakland Police Department Mission

The Mission of the Oakland Police Department is to provide the people of Oakland an environment where they can live, work, play, and thrive free from crime and the fear of crime

Vision for Oakland and the Oakland Police Department

1. By the Year 2015, Oakland is one of the safest large cities in California – both in reality and perception
2. The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner
3. The Oakland Police Department is trusted, respected, and valued by those it serves
4. The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues
5. The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees

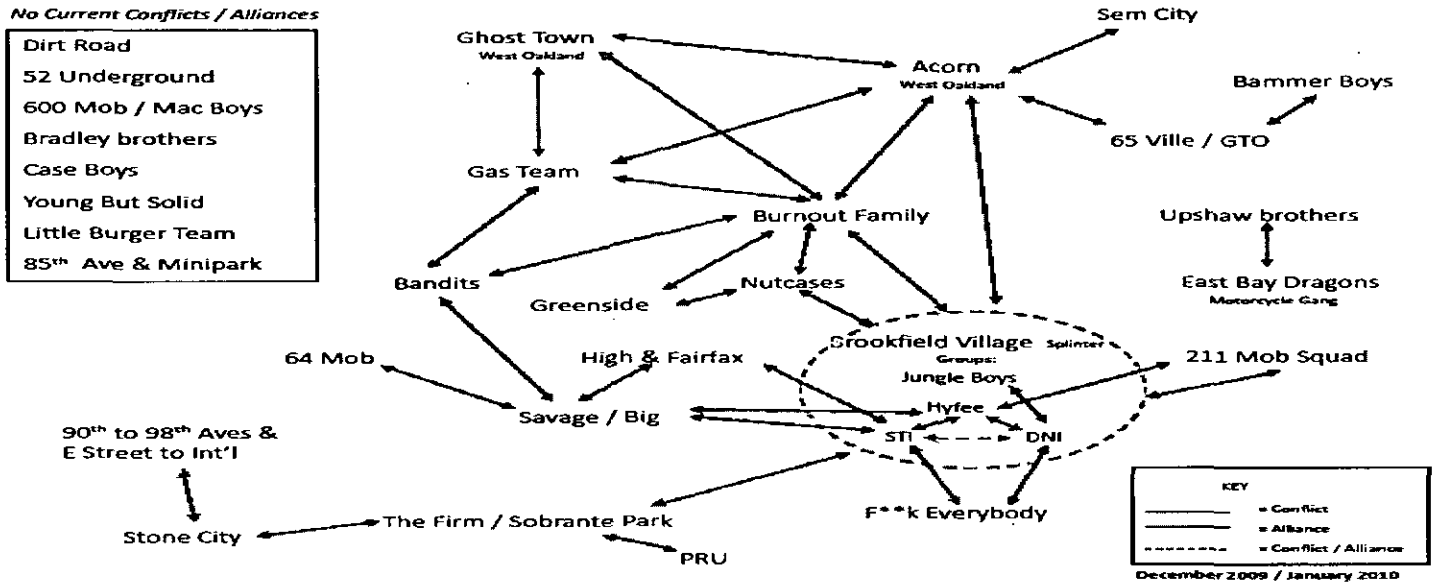
Oakland Police Department Strategic Goals

1. Focus on the underlying causes of violent crime in Oakland – gangs, drugs, and guns
2. Improve police services provided based on the Community's priorities
3. Improve the relationship between the Oakland Police Department and the Community
4. Develop and implement a "total community policing" model in Oakland
5. Expand the capability of the Oakland Police Department to meet its mission

Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

Current Reality – Violent Crime in Oakland is Complex

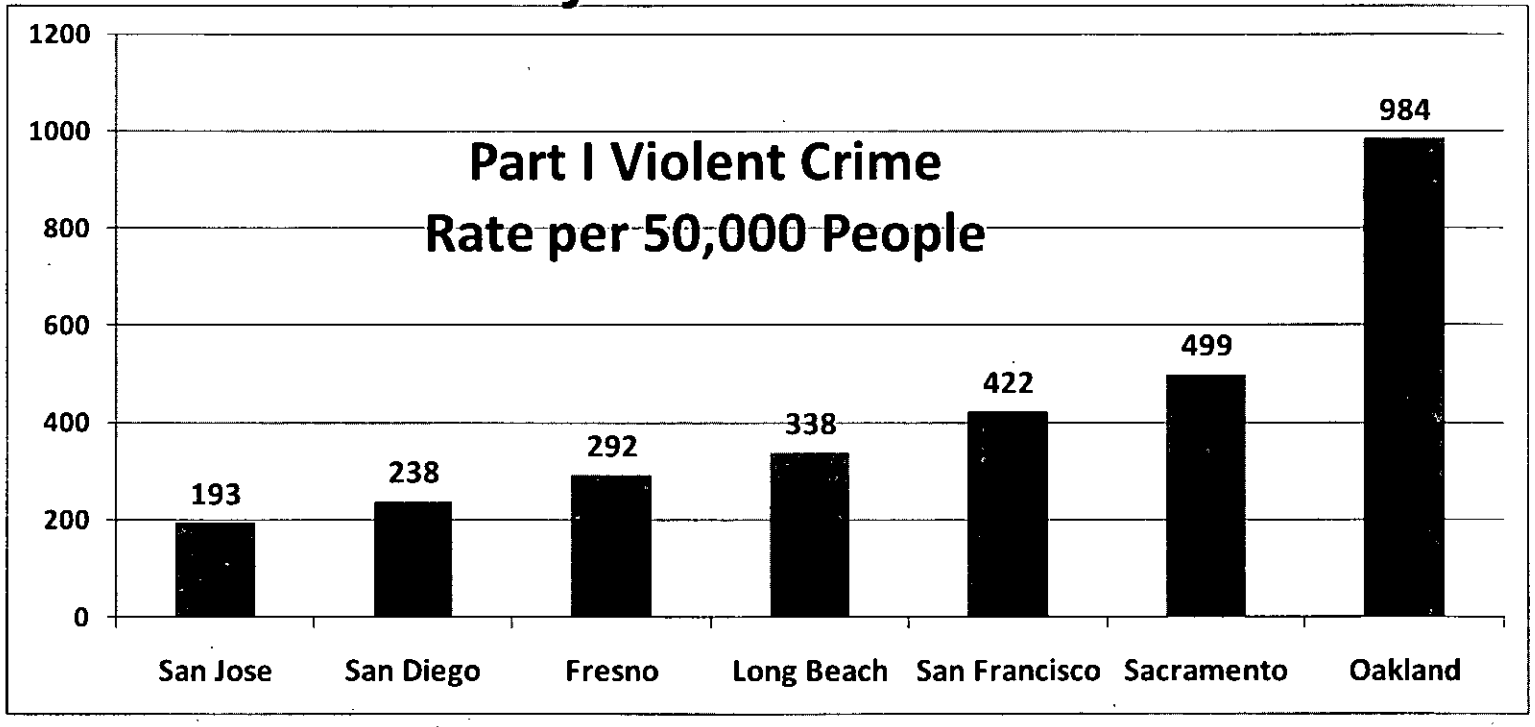
CONFLICTS AND ALLIANCES AMONG GANGS AND GROUPS IN AREA COMMAND 3 / EAST OAKLAND



Source: Understanding Serious Violence in Oakland: Preliminary Findings, Anthony A Braga, PhD, Harvard University

Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

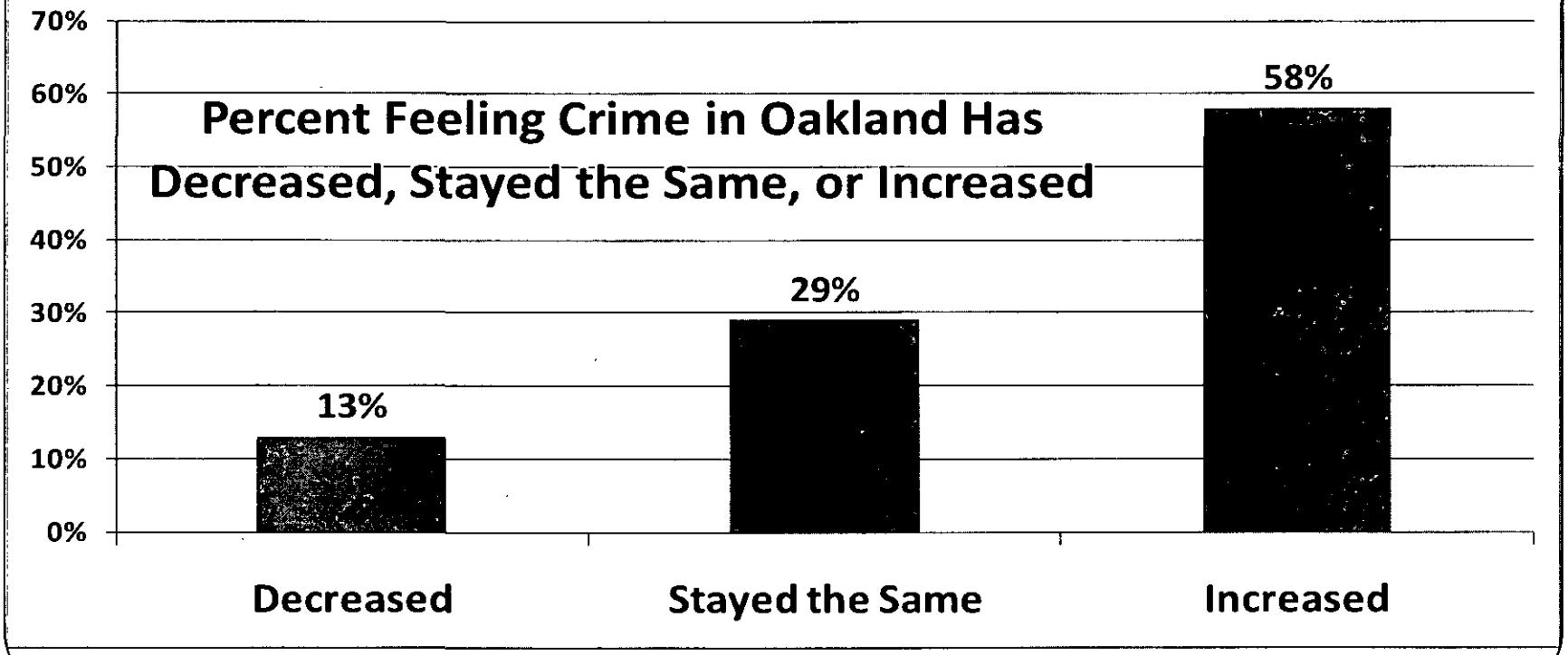
Current Reality – Violent Crime in Oakland



Source: FBI Uniform Crime Reports, 2008

Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

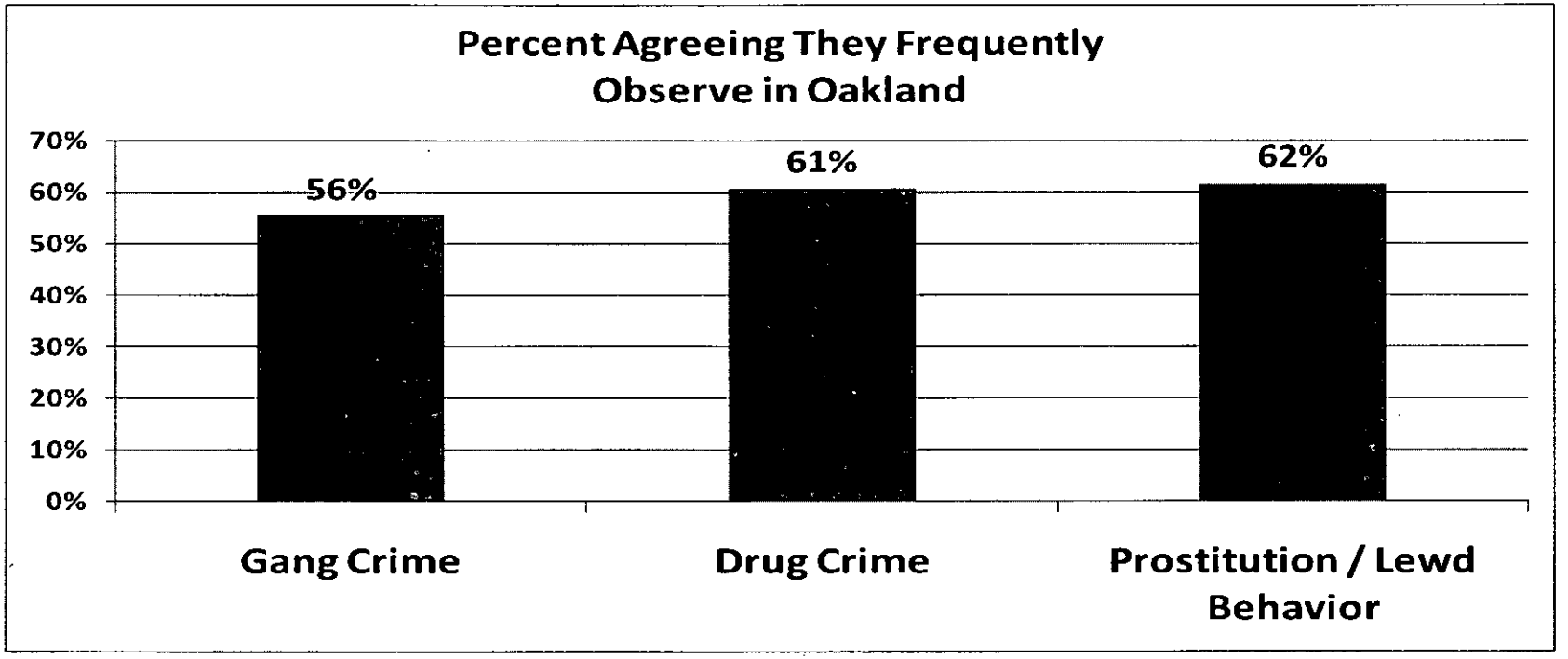
Current Reality – Many Feel Crime is Increasing



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

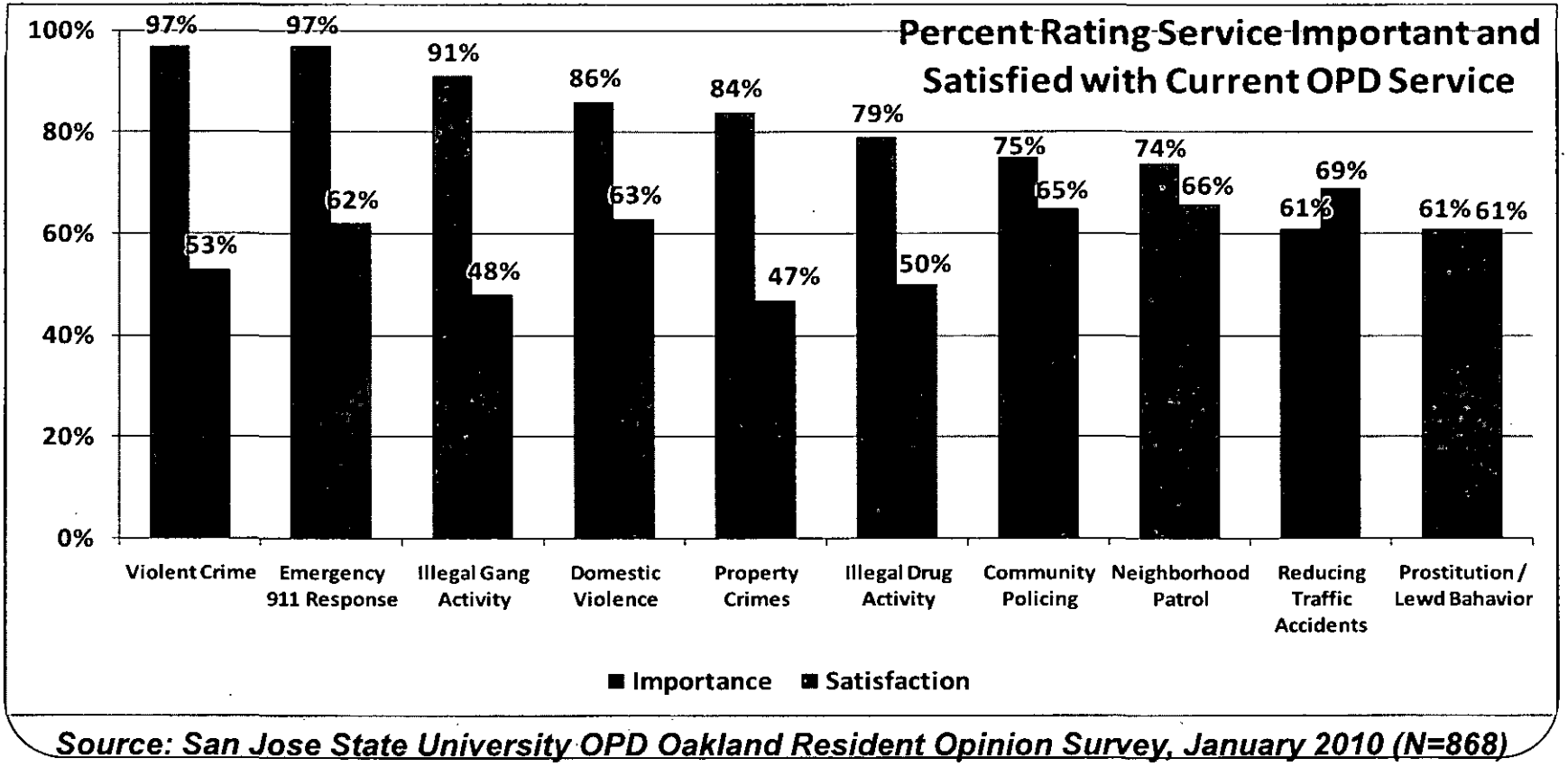
Vision 1: By 2015 Oakland is Among the Safest Large Cities in California

Current Reality – Many See Crime Around Them



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

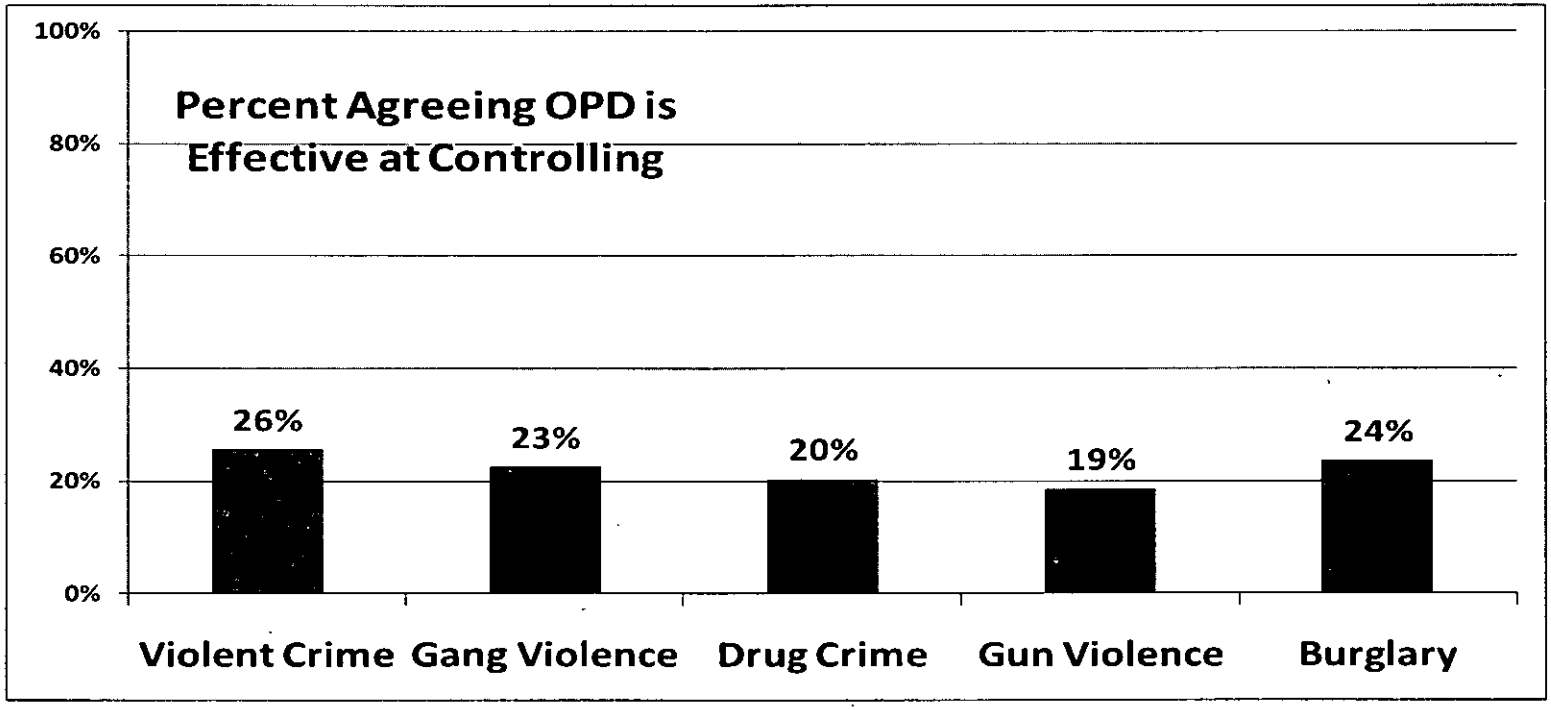
Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

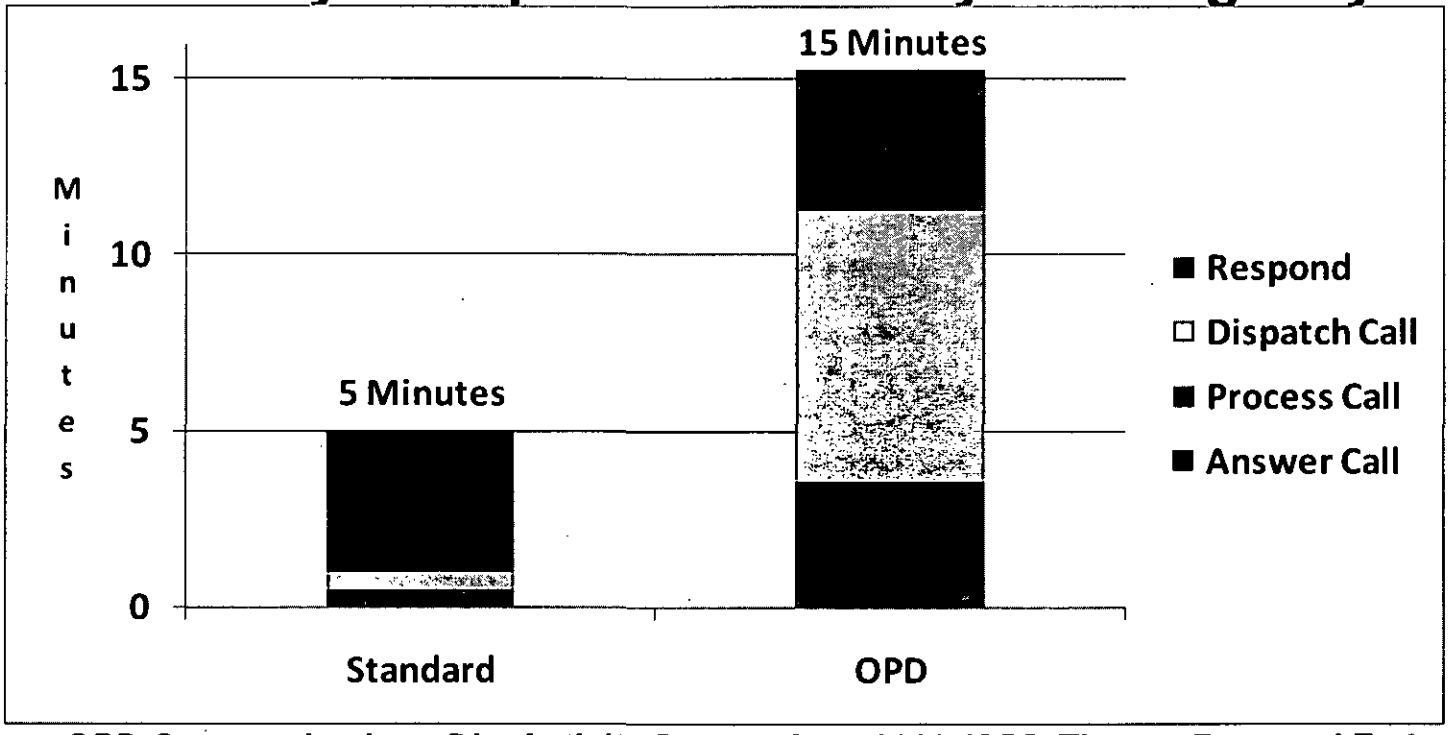
Current Reality – Views of OPD's Effectiveness



Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)

Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

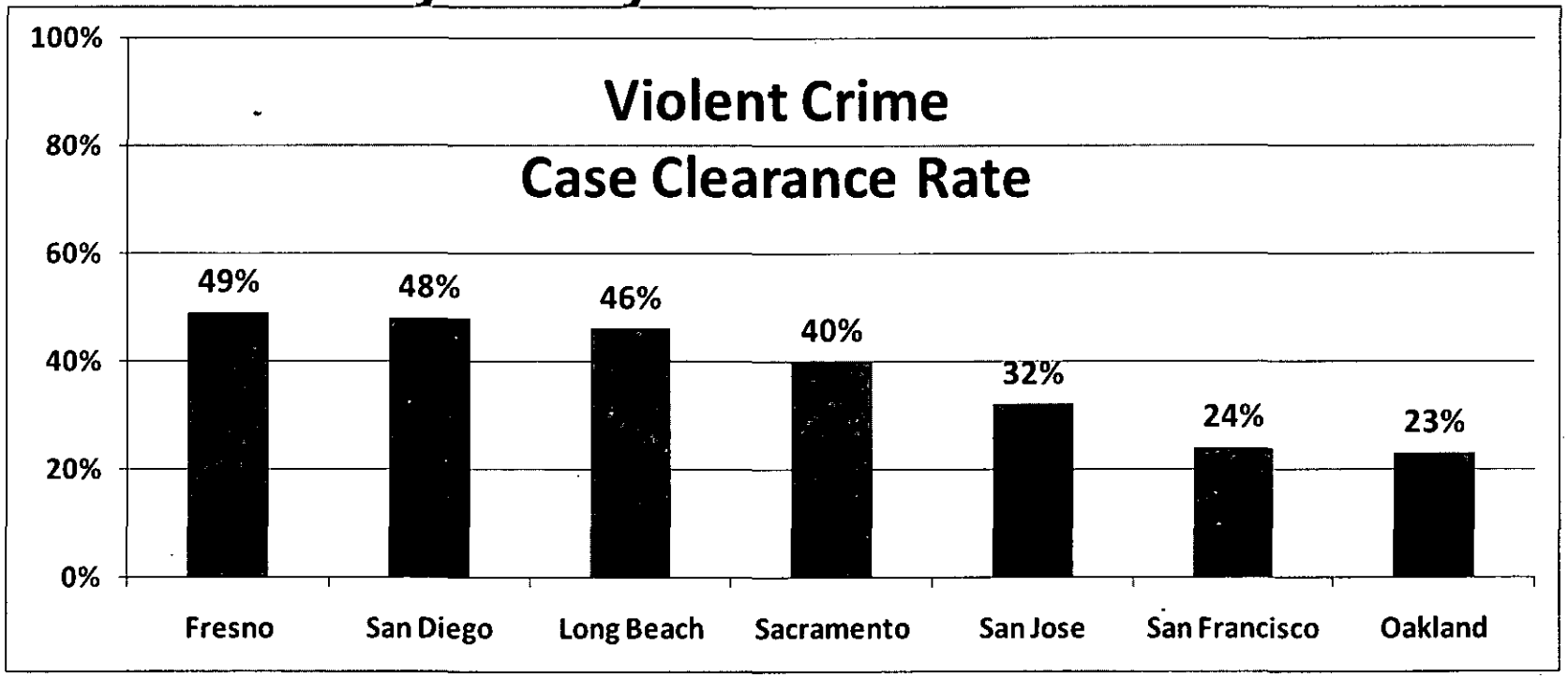
Current Reality - Response to Priority 1 Emergency Calls



Source: OPD Communications Div. Activity Report, Sept 2009 (OPD Time to Respond Estimated)

Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

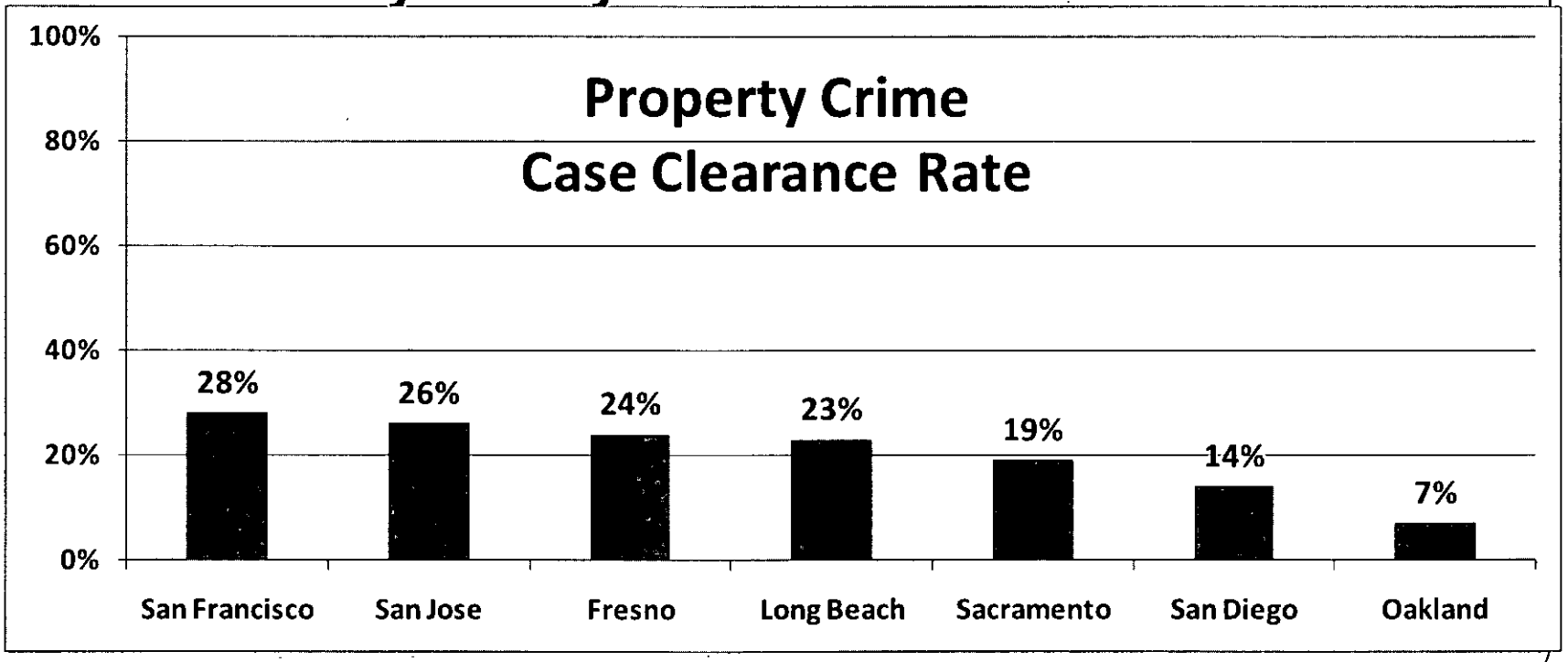
Current Reality – Many Crimes Are Unsolved in Oakland



Source: Crimes Cleared 2007, California Office of the Attorney General

Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

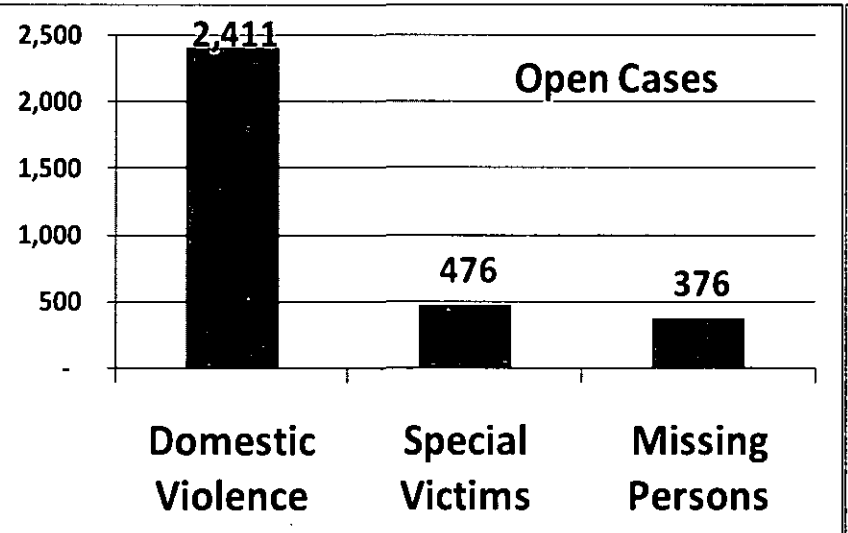
Current Reality – Many Crimes Are Unsolved in Oakland



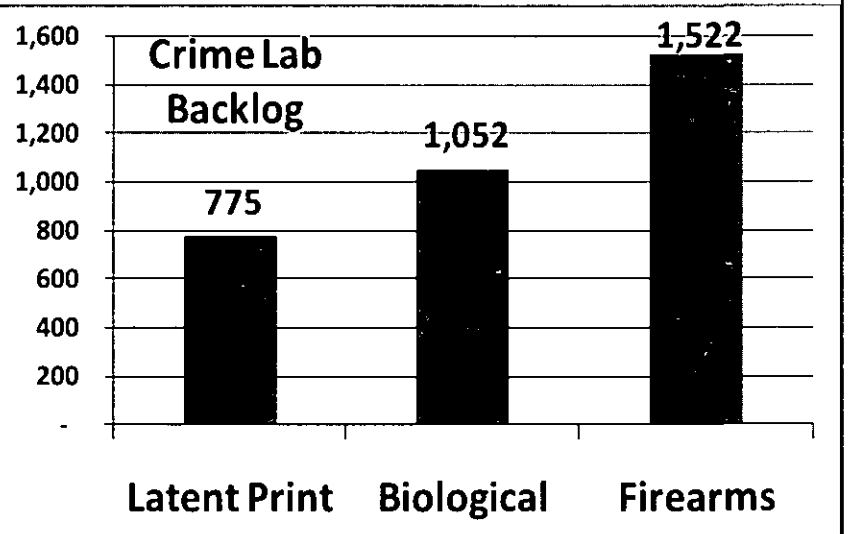
Source: Crimes Cleared 2007, California Office of the Attorney General

Vision 2: OPD Provides High Quality Service – Customer Driven & Friendly

Current Reality – Substantial Open Cases / Backlogs



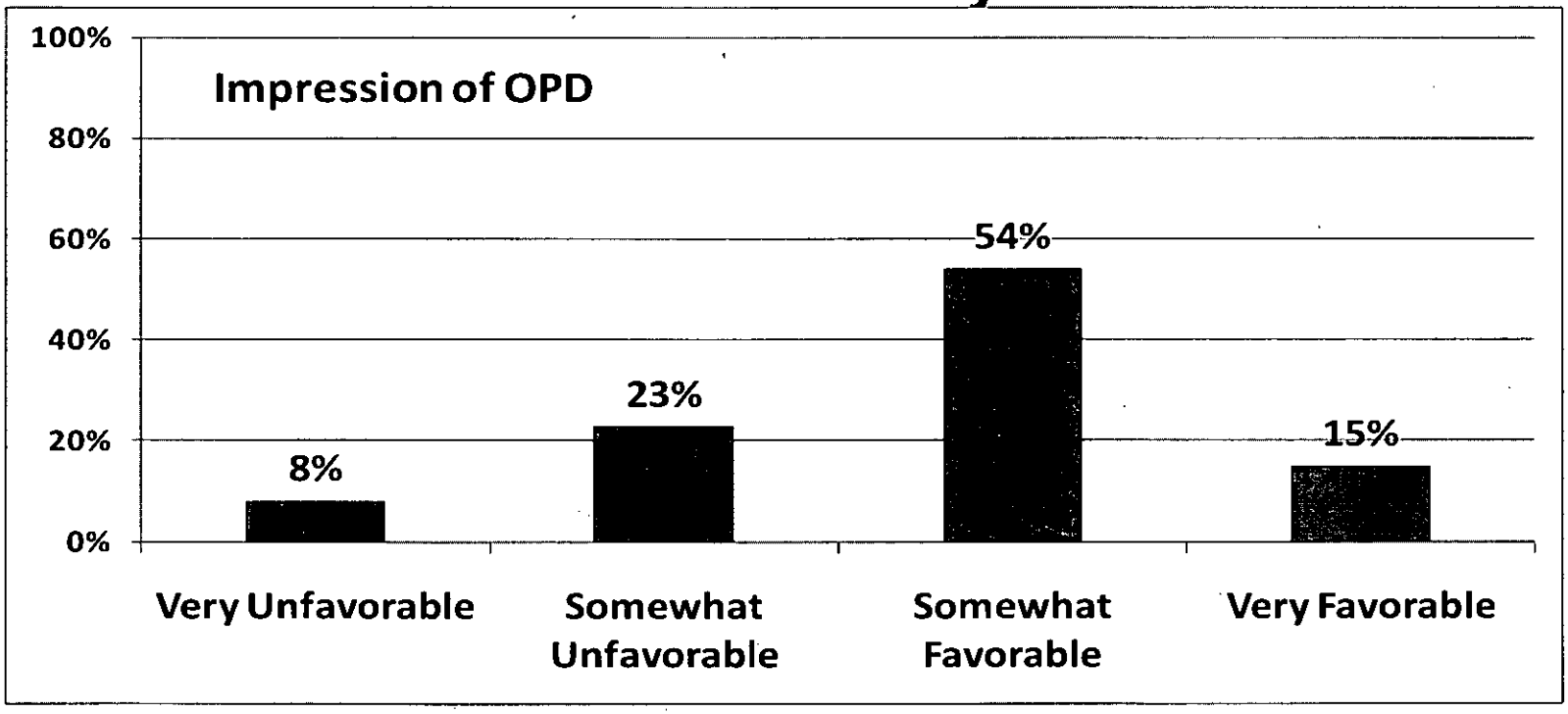
Source: OPD Youth and Family Services Division's Investigative Services Section



Source: OPD Criminalistics Division

Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

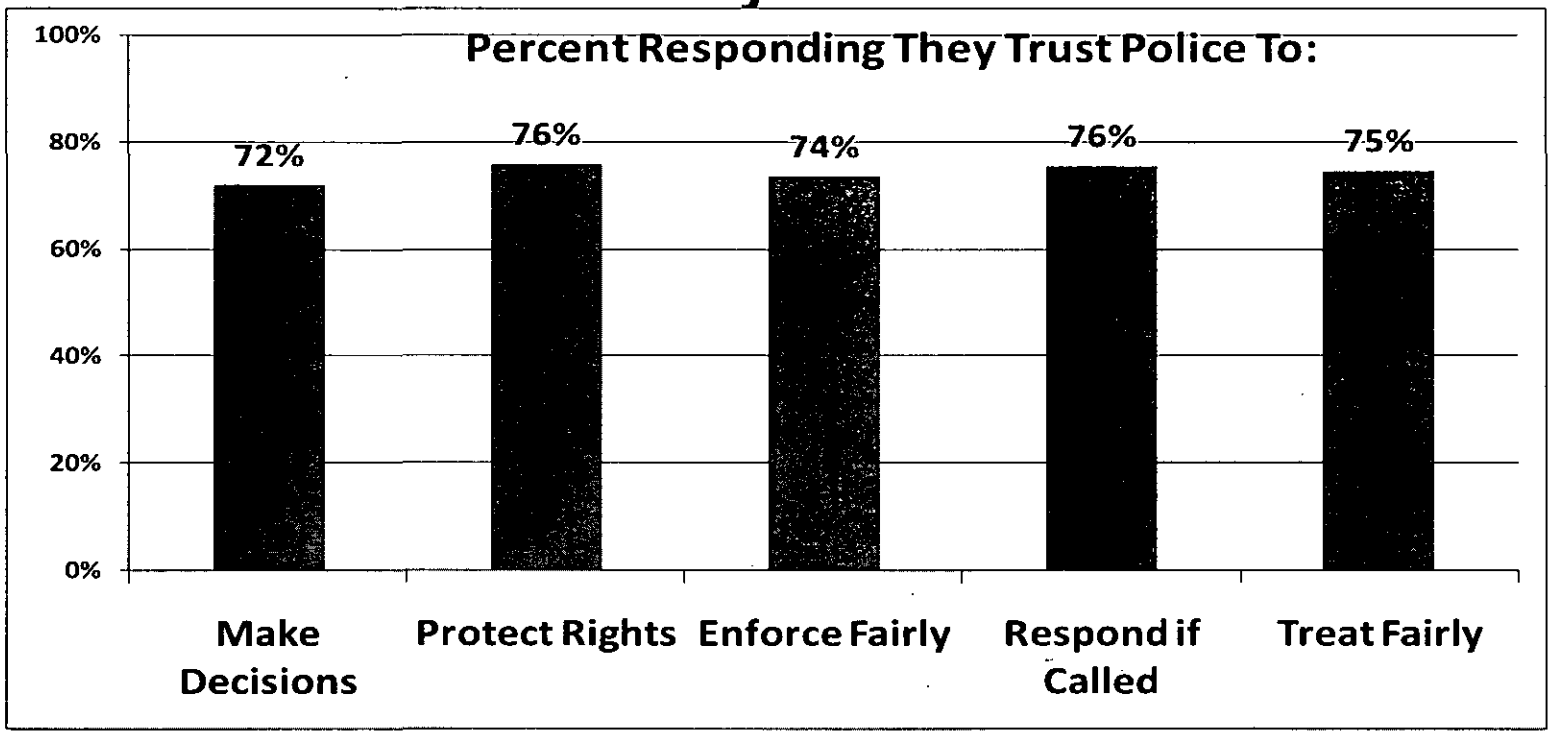
Current Reality



Source: San Jose State University OPD Oakland Resident Opinion Survey, January 2010 (N=868)

Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

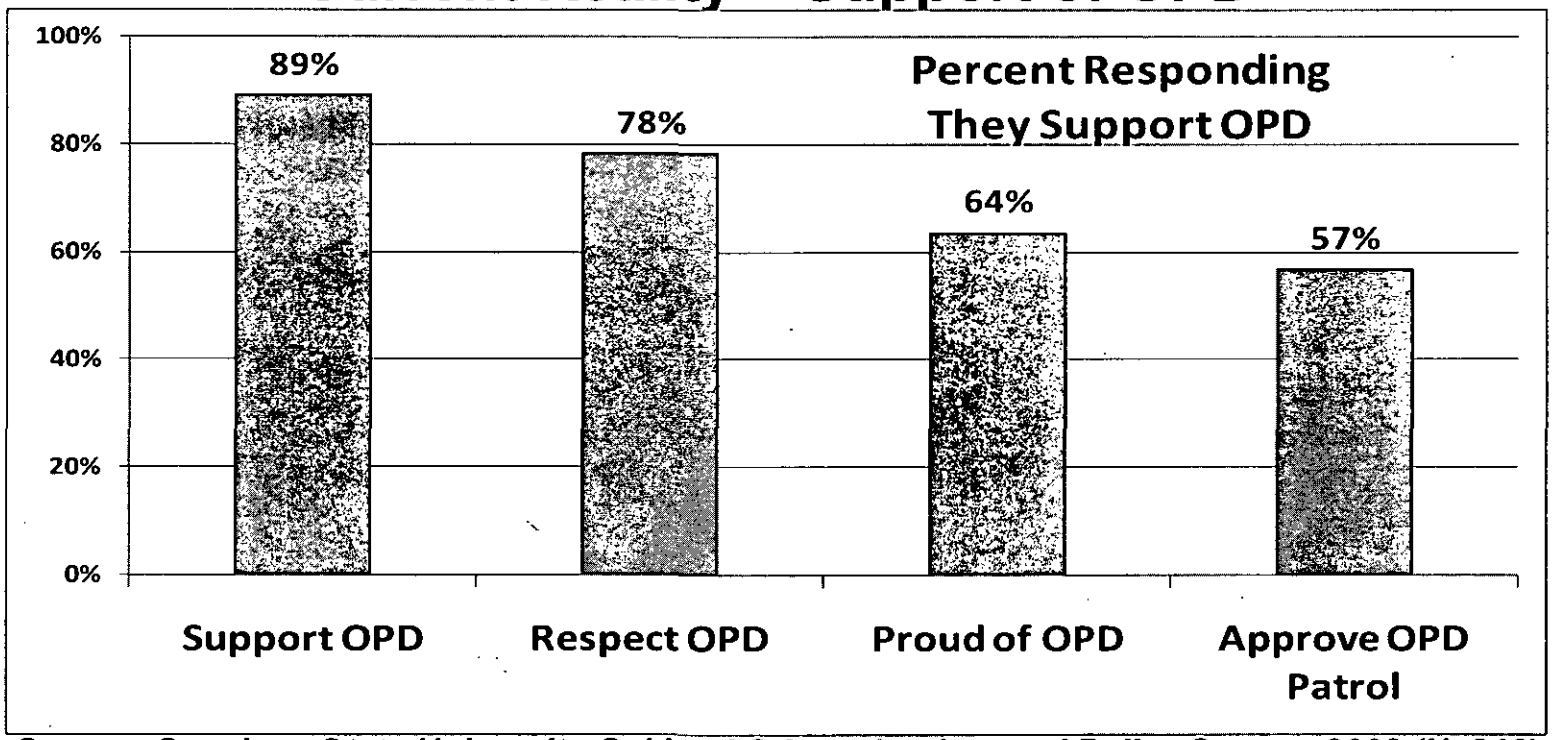
Current Reality – Trust of OPD



Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)

Vision 3: OPD is Trusted, Respected and Valued by Those it Serves

Current Reality – Support of OPD



Source: San Jose State University Oakland Crime, Justice, and Police Survey, 2008 (N=810)

Vision 4: OPD and the Oakland Community Work Together

Current Reality – Split Force Model of Community Policing

Advantages

- Provides Community Policing "specialists"
- Focused time and attention
- Builds territorial imperative
- Positive relationship with the Community

Disadvantages

- Can result in animosity between regular and Community Policing officers
- Not all officers buy into Community Policing
- Patrol refers routine complaints to Community Policing
- Community attachment to "their" Community Policing officers

Source: Community Policing Deployment Models & Strategies, Int'l Assoc of Chiefs of Police

Vision 4: OPD and the Oakland Community Work Together

Current Reality – Total Community Policing Model

Advantages

- Organization fully committed to Community Policing
- Builds territorial imperative among patrol officers and Community served
- Builds long-term relationships
- Focuses more on proactive problem solving
- Gives Community a voice in Police priorities

Disadvantages

- Requires long-term commitment from Police Chief and Command Officers
- Not a good starting point for Community Policing
- Requires dedication of additional resources to patrol operations

Source: Community Policing Deployment Models & Strategies, Int'l Assoc of Chiefs of Police

Vision 5: OPD Is an Effective Organization – Supporting Employees

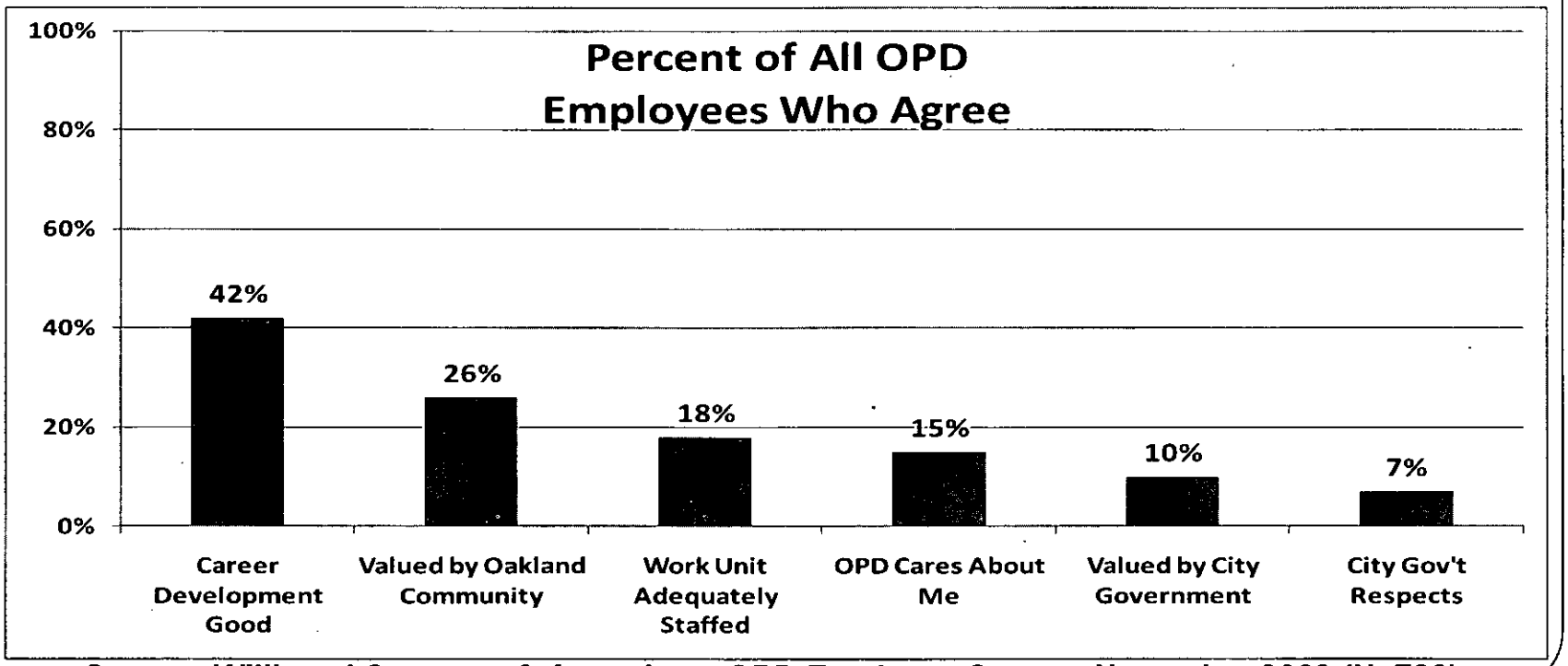
Current Reality – Negotiated Settlement Agreement / MOU

Tasks in Policy Compliance	51 of 51
Tasks in Training Compliance	44 of 44
Tasks in Full Actual Practice Compliance	32 of 51
Tasks in Partial Actual Practice Compliance	16 of 51
Tasks Out of Compliance	3 of 51

New Independent Monitoring Team
Began Active Monitoring in January

Vision 5: OPD Is an Effective Organization – Supporting Employees

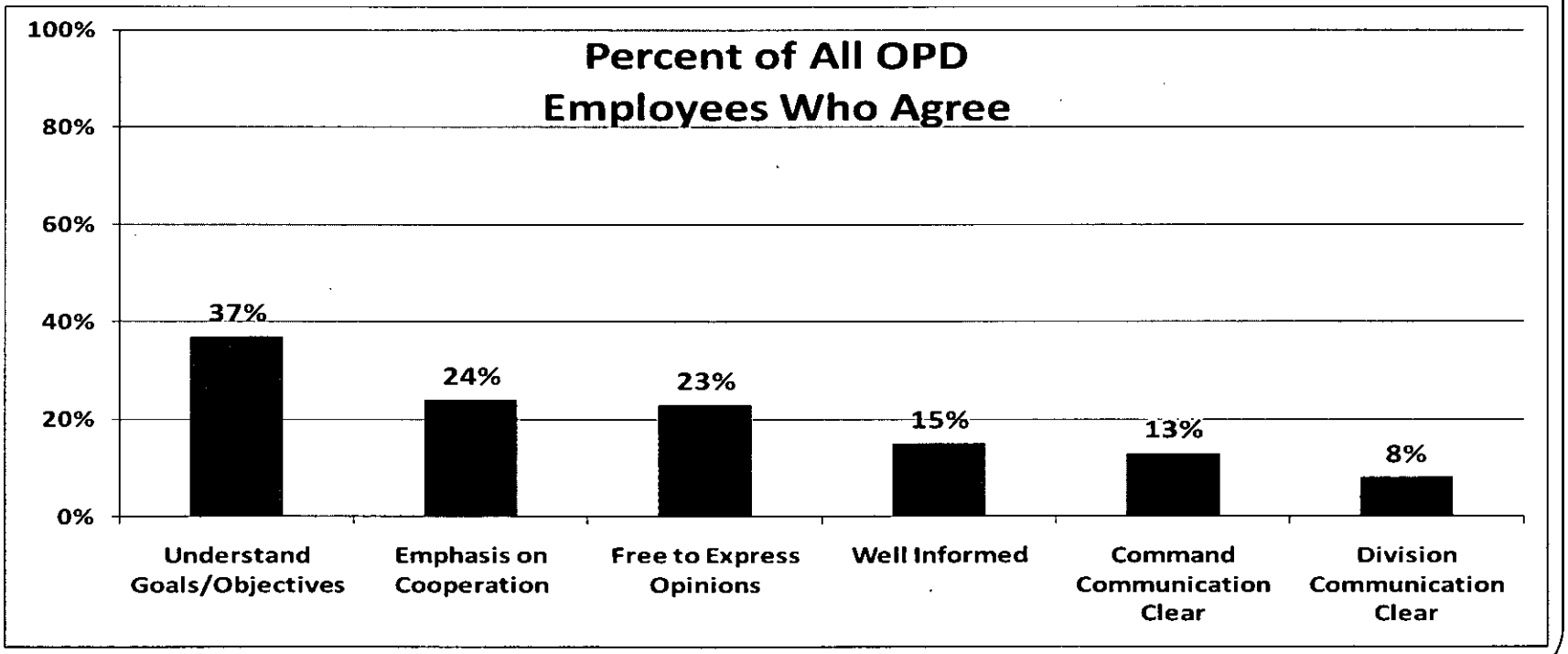
Current Reality – Support for OPD Employees



Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)

Vision 5: OPD Is an Effective Organization – Supporting Employees

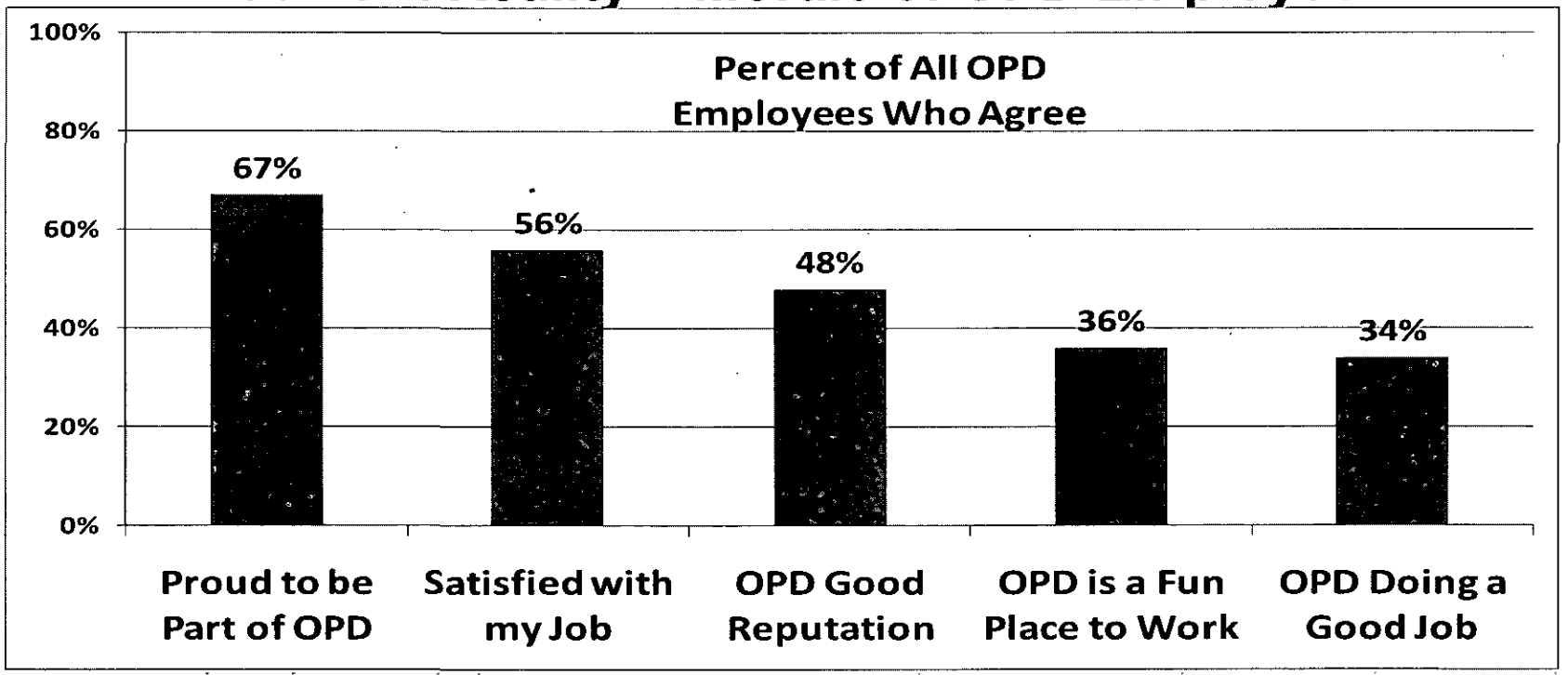
Current Reality – Communication Within OPD



Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)

Vision 5: OPD Is an Effective Organization – Supporting Employees

Current Reality – Morale of OPD Employees



Source: William J Crampon & Associates OPD Employee Survey, November 2009 (N=788)

Oakland Police Department
Progress So Far

1. Increased police presence on the street by moving headquarters staff into the field
2. Acquired state-of-the-art technology to analyze patrol workload, deploy resources to better match that workload and analyze existing data
3. Increased the level of coordination with others working to address violent crime – the Alameda County Sheriff, DA, Probation, Parole, FBI, DEA, ATF and regional municipal police agencies

Oakland Police Department
Progress So Far

4. Increased coordination and sharing of information within the Department
5. Expanded the level of tactical training and qualifications testing
6. Centralized the crime analysis function within Criminal Investigations to provide more coordinated analysis
7. Developed and began implementation of a violence reduction tactical plan

Oakland Police Department
Progress So Far

8. Expanded the Public Information function to improve access to OPD by the media
9. Conducted Community and Employee surveys to identify perspectives, issues and concerns

Strategic Goal 1: Focus on the Underlying Causes of Violent Crime in Oakland – Gangs, Drugs, and Guns

Priority Actions

1. Use state-of-the-art technology to develop a gang and drug intelligence capability
2. Consolidate and strengthen gang and drug field enforcement
3. Develop a Major Crimes Unit to focus on investigations of violent crimes
4. Modify and strengthen existing laws and ordinances that could help protect members of the Community and provide more effective crime-fighting tools

Strategic Goal 1:
Focus on the Underlying Causes of Violent Crime in Oakland – Gangs, Drugs, and Guns

Priority Actions

5. Work with the Oakland Unified School District to reduce the level of truancy, and to provide Gang and Drug Resistance Education and Training to Elementary and Middle School students
6. In the long-term, expand Department interaction with youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, and Our Kids (O.K.) Mentoring Program

Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

1. Address the deficiencies in OPD's call center and improve its call taking and dispatch capabilities
2. Move as many police resources into the field as is practical by requiring as many sworn personnel as possible to work two shifts each month in patrol
3. In the long term increase the use of civilian personnel to handle functions that are currently being done by sworn personnel
4. Use state-of-the-art technology to determine the demand or workload and need for each OPD service, and identify police resources needed to provide a reasonable service

Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

5. Revise the deployment approach using state-of-the-art technology to make sure patrol and other resources are matched with the demand for services or workload to the extent possible
6. Provide a police presence in neighborhoods and establish beat integrity for patrol units – assigning a patrol unit to each beat and requiring units to remain in their designated beats as much as possible
7. Obtain and maintain adequate patrol vehicles so patrol units can be fielded

Strategic Goal 2: Improve Top Priority Police Services Provided to the Community

Priority Actions

8. Reduce the backlog and the processing time for analyzing evidence to support investigations
9. Reduce the backlog of criminal investigations
10. Consolidate, expand, and develop our crime analysis capability and develop a meaningful "Compstat" type capability
11. Reinforce the culture of OPD as one characterized by a professional demeanor and courteous customer service

Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

1. Fully implement the Negotiated Settlement Agreement / MOU - moving from compliance to making the concepts an integral part of police management and operations
2. Reinforce ethical, honest, and professional values within OPD
3. Increase the level of positive interaction between the police officers in the field and members of the Community – getting officers out of their cars to talk more with people in the neighborhoods
4. Improve Community awareness and interaction training for all personnel, focusing on the Field Training Officers

Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

5. Increase the Department's communication with, understanding of, and interaction with Oakland's youth to improve relationships and reduce violence
6. Expand the Department's efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent possible
7. Improve the language capabilities of the Department and access to the Department by Oakland's non-English speaking Community
8. Expand the number of Community volunteers working with OPD, especially reserve police officers

Strategic Goal 3: Improve the Relationship Between the OPD and the Community

Priority Actions

9. Expand the use of Community advisory groups that provide input and assist OPD to identify and resolve issues
10. Use state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, etc)

Strategic Goal 4: Develop and Implement a "Total Community Policing" Model

Priority Actions

1. Work with the Community, particularly those who have been involved in community policing to move to a "Total Community Policing Model" with the entire Department fully committed to community policing – all segments of OPD involved in and supportive of community policing
2. Re-establish the concepts of beat health and beat responsibility
3. Improve communication and strengthen positive relations with people in the Community so they are more willing to provide information on crime
4. Resolve the Measure Y compliance issues
5. Incorporate the Neighborhood Services function into OPD and develop a close working relationship with field operations

Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

1. Provide clear and consistent direction
2. Improve communication within the Department by implementing initiatives of the Communications Focus Group
3. Identify the demand for police services or workload for the Department and attempt to match personnel resources to work load
4. Provide the basic tools needed by Department personnel to perform their functions
5. Treat employees fairly and earn their trust and confidence

Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

6. Effectively select and implement technology through a "Strategic Technology Plan"
7. Improve personnel development and raise the standards for promotion at all levels
8. Improve and streamline internal investigations and disciplinary processes while maintaining high standards
9. Strengthen tactical knowledge, capability, and discipline within the Department

Strategic Goal 5: Improve the Capability of the OPD to Meets its Mission

Priority Actions

10. Develop and implement a Career Development Program offering mentoring, training and evaluation to assist employees in achieving their professional goals
11. Improve the relationship and partnership between labor (both sworn and civilian) and management
12. Monitor employee morale and issues through periodic employee surveys

Next Steps – Strategic Plan Implementation

- Review and obtain input on the strategic plan framework from Community members, city leaders, OPD personnel and labor
- Develop implementation working groups with department personnel, Community members, and academia
- Implementation working groups will develop specific actions and steps to achieve the vision and oversee its implementation