



CITY OF OAKLAND

## MEMORANDUM

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**DATE:** April 8, 2021  
**TO:** City Council and Members of the Public  
**FROM:** Council President Nikki Fortunato Bas, District 2  
**SUBJECT:** **Council Strategic Priorities for FY 2021 - 2023**

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Dear City Council Colleagues and Members of the Public,

I respectfully request that the Council discuss and take action on:

A Report And Recommendation And Potential Action On: 1) City Council's Three To Four Strategic Priorities, And 2) Next Steps For Defining These Priorities In A Framework That Includes A Diagnosis, A Guiding Policy And A Coherent Set Of Actions For The Fiscal Year 2021-2023 Budget

### **1. Strategic Priorities**

Following the City Council's March 30, 2021 retreat, I am proposing these strategic priorities for our consideration for FY 2021 - 2023 and our biennial budget. These priorities are rooted in our **values of equity, transparency and effectiveness** to serve all of Oakland and ensure that the most vulnerable residents, who were already disproportionately impacted before COVID, are able to thrive as we move towards a more healthy and more just recovery.

#### **A. Affordable Housing & Homelessness Solutions**

- a. Protection/Prevention — protect tenants and low-income property owners, prevent homelessness
- b. Preservation — preserve affordable housing
- c. Production — produce deeply affordable housing
- d. House unsheltered residents — lease/purchase hotels; utilize public land for emergency shelter, transitional housing and permanent deeply affordable housing
- e. Service encampments with outreach and supportive services, and health and sanitation services

#### **B. Public Safety & Violence Prevention**

- a. Take action on the recommendations of the Reimagining Public Safety Task Force to increase public safety through alternative responses to calls for service and investments in the root causes of violence and poverty

- b. Reduce gun violence and focus on violent crime
- c. Increase violence prevention
- d. Develop and implement alternative responses to police, such as MACRO
- e. Implement and expand Crime Prevention Through Environmental Design (CEPTED) for crime prevention and traffic calming

**C. Good jobs and vibrant economy**

- a. Create and maintain family-sustaining jobs
- b. Enhance workforce development and training, and youth jobs programs
- c. Support small businesses, addressing racial and gender disparities, and enhancing business districts
- d. Fully staff City Departments by improving recruitment, filling vacancies and increasing both succession planning and retention

**D. Clean, healthy, sustainable neighborhoods**

- a. Reduce and prevent illegal dumping, including proactive service
- b. Ensure safe and well maintained streets and sidewalks
- c. Invest in parks, libraries, youth development, senior services, arts & culture
- d. Expand wildfire prevention and disaster preparedness/response

**2. Diagnosis, Guiding Policy, Coherent Set of Actions**

At the retreat, we discussed this framework for approaching the Council's priorities:

**A. Diagnosis**

- a. Defines or explains the nature of the challenge
- b. Simplifies the complexity of reality
- c. Judgement about the meaning of facts
- d. Identifies what is critical

**B. Guiding Policy**

- a. Overall approach to dealing with the obstacles identified in the diagnosis
- b. Channels action in certain direction
- c. Not goals, visions, images of desirable end states
- d. Method of grappling
- e. Rules out vast array of options

**C. Coherent set of actions**

- a. Carries out the guiding policy
- b. Coordinated steps
- c. Focuses organizational energy
- d. Focusing on one thing slights another

I am proposing these next steps to further develop the Council's priorities and create more alignment with the Administration/Departments.

- A. **Committee Chairs and Department Directors collaborate** to bring to Committees further discussion and action on these priorities. These conversations should start with existing City and Department plans to refine the diagnosis and policies and create actions for FY 2021 - 2023, for example:
- a. Community & Economic Development Committee
    - i. [Housing Policies, Plans & Data](#), Housing & Community Development Department
    - ii. [Housing Element](#), Housing & Community Development Department
    - iii. [Economic Dashboard](#), Economic & Workforce Development Department
    - iv. [Economic Development Strategy](#), Economic & Workforce Development Department
  - b. Life Enrichment Committee
    - i. [Permanent Access To Housing \(PATH\) Framework and Homeless Strategy](#), Human Services Department
  - c. Public Safety Committee
    - i. [Reimagining Public Safety Task Force Recommendations](#)
    - ii. [Violence Prevention Services Spending Plan](#), Department of Violence Prevention
    - iii. [Violent Crime Operations Center](#), Oakland Police Department
  - d. Public Works Committee
    - i. [Transportation Strategic Plan](#), Department of Transportation
- B. Through the FY 2021 - 2023 budget development process, the **Administration share with Council its "bottom up/zero based" budgeting and equity work** to more fully understand costing of services and equity impacts, particularly for OPD.
- C. The **Administration report to Council on its progress towards creating a dashboard** to establish metrics and evaluate against them.

Note that there were some key issues and questions that emerged during the retreat which should be addressed further through these next steps and/or at Day 2 of the retreat in June/July (TBD).

- What are the service demands of City Departments for a range of services such as litter pick up/illegal dumping, street/sidewalk repair, building permitting, parks/recreation/library activities, police/fire/safety calls for service, etc.?
- What do these services cost?
- Are these services being delivered in an equitable manner?
- What services have the greatest impact?
- What can we say "no" to in order to focus and really prioritize?

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- How can our work be more cross-cutting to follow through on the Council's budgeting and policy making with implementation, evaluation and leveraging other resources?

For questions regarding this memo, please contact Miya Saika Chen, Chief of Staff, Office of Council President Nikki Fortunato Bas, at [mchen@oaklandca.gov](mailto:mchen@oaklandca.gov).

Respectfully Submitted,



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Nikki Fortunato Bas  
Council President, District 2

Attachment:

1. Council retreat slides and notes